NAPRA Times

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Commanding Officer, CDR Dori Freer, presents shadow box to Sudo-san.

Above: The three retiring MLC employees—Sudo-san, Adachi-san, and Masaki-san. Below: Masaki-san accepts his shadow box from CDR Freer.

CDR Freer presents Adachi-san with his shadow box.

126 YEARS!

Three of our Master Labor Contract (MLC) Japanese employees retired after 126 years of faithful and dedicated service to the U. S. Navy. These three employees—Messrs. Adachi, Masaki, and Sudo—were honored in a retirement ceremony held at the Naval Air Facility Atsugi Officers' Club on 8 December 2000. Mr. Adachi began his career with the U.S. Navy in 1957. His first position was with Naval Air Facility Oppama as a Purchasing Agent. A few years later—in 1968—he began working for Fleet Air Western Pacific Repair Activity—NAPRA's predecessor—as a Budget and Accounting Supervisor. Later, he was promoted to his final position—Deputy Comptroller. Mr. Masaki began his career with the U.S. Navy in 1960. His first position was with Naval Air Station Atsugi as a Supply Specialist. A few years later—in 1965—he began working for Fleet Air Western Pacific Repair Activity as a Supply Specialist. In 1967, he transferred to the Comptroller Department as a Program Analyst. In 1989, he was promoted to his final position—Industrial Property Administrator. Mr. Sudo began his career with the U.S. Navy in 1957. His first position was with Naval Air Station Atsugi as a Data Analyst. A few years later—in 1962—he began working for Fleet Air Western Pacific Repair Activity as the Aircraft and Engine Accountant, where he remained in the NAPRA family for 38 years until his retirement.

NAPRA DETACHMENT NAPLES CHANGE OF CHARGE—See Page 5

CO'S PERSPECTIVE
By CDR DOROTHY FREER

It has been a busy year for NAPRA. We've put together plans for IMC implementation for the F/A-18, E-2C, AH-1W, and the UH-1N. We are in the midst of formulating IMC plans for the S-3, EA-6B, CH-46E, SH-60B/F, HH-60H, CH-60S, C-130, and the CH-53E. Working with the FSTs, APMLs, contractor, and NADEP teammates, we are coordinating material, support equipment, training, and facility requirements. The F/A-18 PMI-2 is on-going, having started in September 2000. PMI-1 is planned for an early spring 2001 start up. The E-2C program is scheduled to start in July 2001.

Other program start-up dates are tentatively set up throughout the spring, summer, and early fall of 2001. A lot of work is ahead of us as we prepare Request for Proposals, Statements of Work, schedules for training, ordering/ procuring necessary support equipment, and finalizing general program guidelines with the Fleet and NAVAIR groups. Interweaving all the programs together at one main site—NIPPI in Atsugi—will be our greatest challenge. With a few aircraft of several types, we must carefully schedule the aircraft to fit in the schedule like a complicated jigsaw puzzle. In order to have enough people to handle all the aircraft, and not have long periods of few aircraft to work, NAPRA is working with COMNAVAIRPAC, CVW-5, 1st MAW, and the APMLs to try to level-load NIPPI as much as possible. With enough foresight and planning, we can come up with an executable program so that our limited resources of people and space are not tapped out.

We have been busy in other areas as well. NAPRA hosted a very successful Component Repair Conference with DCM Australia, in Melbourne, Australia in November. In attendance were representatives from AIR-4.0; NAVICP; DCM Pacific; contractors from Australia, Japan, Korea, and Singapore; NAPRA; and Ross Haines and Debbie Vergos from AIR-6.0. The issue of certifying contractors to perform repair and overhaul on Naval Aviation components was the main topic. An aggressive schedule was agreed to by all parties to certify the contractors through site visits in January, February, and March 2001. This will bring the WESTPAC contractors in line with the NAVAIR and NAVICP requirements quickly. NAVICP is in favor of expanding the program to include most of the items that are held in FISC Yokosuka's AVCAL. Contractors in WESTPAC have tremendous capabilities, often manufacturing, repairing, and overhauling components for the OEMs. This capability pool, along with the close proximity to the forward-deployed naval forces, makes this an extremely viable program. The number of components in the program is small— it captures only the components that fail in theater— but the number is large in the eyes of the Fleet out here.

NAPRA recently got Justification and Approval (J&A) for Other Than Full and Open Competition for WESTPAC aircraft depot level repair that covers a five-year span of

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WINTER 2001
NAPRA TIMES
PUBLICATION OF THE
U.S. NAVAL AIR PACIFIC REPAIR ACTIVITY

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Commanding Officer

Commander Michael G. Berkin, USN
Executive Officer

Commander Francis C. Lukenbill, USN
Officer in Charge, Det Naples

Lieutenant Commander David A. Maybury, USN
Officer in Charge, Det Okinawa

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time. The contractors who currently do aircraft repair are covered in the J&A, as well as SDLM, PDM, and IMC on all the aircraft of the forward-deployed Naval forces. We have dedicated many hours to contracting efforts with Japan Aircraft Company (NIPPI); Singapore Aerospace Technologies, Engineering (STAE); and Korean Air Lines (KAL). Recently, a firm fixed price contract modification was negotiated to cover the H-46 SDLM. This is a departure from the norm, and will virtually eliminate all over and above charges from the H-46 SDLM.

NAPRA has turned to on the BPR implementation that was approved a year ago. We have resurfaced the floors of the SERF buildings, built product teams, and revamped the process flow at SERF. Renovation of building 969 is underway to convert it from a dark, inefficiently-used warehouse to a bright, well-equipped manufacturing, overhaul, and repair facility. The throughput of SERF has increased over 72 percent over last FY! Consolidation efforts are underway with NAPRA Det Okinawa and Headquarters also.

Recently, we said farewell to three Japanese citizens who have dedicated a combined 126 years to the U.S. Navy, mostly to NAPRA in all of its many name and chain of command changes. These gentlemen have been the heart and soul of NAPRA since the 1950's. "Fair Winds and Following Seas," Sudo-san, Adachi-san, and Masaki-san! We'll miss you!

Additionally, I'd like to say farewell to CDR Mike Classick, my outgoing OIC at NAPRA Detachment Naples who led the Detachment superbly for the last three years and say welcome to CDR Francis "Luke" Lukenbill, the new OIC.

This has been a great year! Many new ideas, and some old ones with new life, have taken off. We are in the midst of major changes with all of our new workload, changing the old workload, and better partnering with DCMA, AIR-6.0, and the NADEPs. Our future has never looked brighter or more complicated! We have many new responsibilities with IMC and the expanding CRP, but we are up to the challenge!

I want to thank each of you in NAPRA, and each of you—our TEAMMATES— for all the support you have

NAPRA TRAKKER on The Horizon

By CDR Mike Berkin, NAPRA XO

Over a year ago, NAPRA was heavily into restructuring itself through Business Process Reengineering. NAPRA leadership quickly realized that to successfully facilitate this effort, it would need to have a management information system (MIS) in place to handle the increased data collection and management that came from diminished indirect labor support at our Detachments. Additionally, the need for an MIS that could do "everything" became clear with the advent of NAPRA's involvement with IMC in WESTPAC.

Since the schedule for NAVAIR's ERP effort did not fit NAPRA's immediate requirements, NAPRA searched for an easily implemented software solution that would handle our data needs now. Through AIR-6.0, we found a solution at NADEP Jacksonville, which had implemented Dekker TRAKKER to manage their F-14 production line. During this last year, NAPRA has worked closely with Dekker during a discovery phase to develop a tailored system that handles all aspects of our scheduled maintenance effort, In Service Repair, component repair, and support equipment refurbishment.

When fully implemented, NAPRA TRAKKER will provide NAPRA with various integrated modules that address the applications of Program Management, Activity Based Costing, Performance Measurement, Earned Value Management, and Time Tracking and Risk Analysis. NAPRA TRAKKER is being designed to be fully compatible with ERP so that when the latter is implemented overseas, our data collection and application will be seamlessly and fully integrated. Key to our NAPRA TRAKKER system is the Impresa module, which integrates data from various Maintenance, Repair, and Overhaul (MRO) activities into a useful and interactive software solution. It is envisioned that NAPRA will have one system—accessible from all NAPRA sites—which will help manage our repair production effort while providing financial, personnel, and logistic interface.

Dekker is completing its Concept Phase. NAPRA is currently training specific employees on its pilot system. Once the Impresa module is installed in January 2001, we will begin to populate the system with repair, logistic, and financial data for various production modules. The Pilot Phase will take approximately five months to complete and the final Fielding Phase will take another three months to implement. Once completed, NAPRA TRAKKER will provide all sites with access to the Atsugi server for unified, up-line reporting and help smooth our globally-reaching maintenance effort.

Building Upon The NAPRA-DCM Team

By CDR Mike Berkin, NAPRA XO

The key to ensuring that our contracts with foreign contractors for aviation depot maintenance are written, managed, and administered properly is having a strong relationship between NAPRA and our Defense Contract Management Agency (DCMA) representatives at NAPRA Headquarters and all Detachment sites. Both NAPRA and DCM-Pacific have worked hard in the last several months to understand each other's requirements and hone our working relationship.

In early October, I attended a conference of DCM Commanders from Pacific Headquarters, Japan, Korea, Singapore, and Australia. The theme of this meeting was DCM's focus on developing their customer service and improving their support. This venue was ideal for NAPRA to present and discuss several issues that have been concerns for a long time such as developing our relationship, administrative and logistic response, measurements of effectiveness, and DCM surveillance of the contractor.

A follow-on conference with all these DCM commanders was held in Atsugi in December. This full-day meeting gave CDR Dori Freer—NAPRA CO—and her complete staff an opportunity to provide additional information to our DCM counterparts and receive helpful feedback. Topics included program management responsibilities, NBNC policy, performance metrics, the role of our supply and logistics liaisons, and a detailed summary of Integrated Maintenance Concept (IMC). Since readily agreed upon and understandable performance metrics are so fundamental to our operation, DCM and NAPRA have decided to form a short-term focus group to hash out these parameters.

Both NAPRA and DCM have already seen substantial improvement in how the government team approaches and deals with the contractor. By concentrating on each other's requirements, we have become a stronger, more efficient team. As we venture into IMC, the need for cooperation and understanding between the Fleet (need), NAPRA (program management), DCM (contract administration), and the contractor (repair provider) is critical. Having a strong NAPRA/DCM team goes a long way to making that happen.

Ensign Dave Lewis Named Maintenance Officer of The Year

By CDR Luke Lukenbill, OIC NAPRA Detachment Naples

Ensign Dave Lewis, NAPRA Detachment Naples Production Officer, was selected as the Mediterranean Aviation Maintenance Officer of the Year for CY2000. This award, presented annually by COMFAIRMED to Junior Officers and Chiefs stationed in the Mediterranean area, recognizes one individual in aviation maintenance and one for aviation supply. A fiercely competitive award involving all aviation commands in the Mediterranean, it is a special achievement, which the entire command can take pride in.

The reasons behind Ensign Lewis' winning the award were many. The award citation in part read, "As the Detachment's Production officer and leading all facets of a complex repair process, coordinating a myriad of engineering, logistics, and contractor related issues; he expertly directed the successful completion of 64 In Service Repairs. Through expert leadership, resourcefulness and dedication to duty, Ensign Lewis ensured all repair commitments were met successfully during a 300-percent surge in workload over a three-month period." As the winner of the coveted COMFAIRMED Maintenance Officer of The Year award, the Commander further stated in Ensign Lewis' award citation, ". . . he took actions to reduce the time to respond to fleet customer requests for Planner and Estimator services by over 50 percent, thus reducing the total repair process time to critical, forward-deployed fleet aircraft engaged in peace-keeping operations in Kosovo and Iraq. Frequently working extended hours and remaining on call 24-hours a day, he orchestrated worldwide repair efforts involving resources and personnel from as far away as San Diego, California and Okinawa to accomplish the depot level emergency repair mission."

Although Ensign Lewis is most deserving of this special award, he has gone to great lengths to share his recognition with everyone else in the Detachment. This is perhaps "the rest of the story". More than just an award for him, it serves as a tribute to the hard work that the entire Detachment Naples team put forth over the past year. Providing the best possible support in depot level repair is Detachment Naples' mission. The fact that Ensign Lewis received the MOSO award shows that we are doing just that.

NAPRA Det Naples Change of Charge
By CDR Mike Classick, Outgoing OIC

On 23 October, in a simple indoor ceremony, CDR Francis "Luke" Lukenbill assumed the responsibilities of Officer in Charge of the U.S. Naval Air Pacific Repair Activity (NAPRA) Detachment Naples from CDR Mike Classick. From their offices in back of the hangar at Capodichino Airport in Naples, Italy, the 26 U.S. Navy military and civilian personnel of NAPRA Detachment Naples provide depot level emergency repair services to forward-deployed U.S. Navy and Marine Corps aircraft anywhere in the European, Mediterranean, and Persian Gulf areas of operation. Navy planner and estimators (P&Es), aerospace engineers, military metalsmiths, aviation supply, and other support personnel respond to requests for P&E services from the fleet and then design and coordinate a repair using artisans from foreign aerospace contractors in the Mediterranean area. Basic Ordering Agreements with seven aerospace contractors in the Mediterranean allow NAPRA Detachment Naples to quickly contract for the material and emergency repair services required to conduct the repair. If Detachment Naples can't do a repair using the in-theater expertise of foreign contractors, they then coordinate as necessary to get a depot team from stateside.

Additionally, the Detachment is responsible for assisting in managing, supporting, and coordinating the MH-53E Standard Depot Level Maintenance (SDLM) program located at the AGUSTA facility in Brindisi, Italy.

During his tour as Officer in Charge, CDR Classick was responsible for the timely and cost effective repair of over 200 aircraft engaged in peace-keeping missions in the area. Additionally under his direction, an MH-53E SDLM team was established to significantly improve program performance and schedule through identification and aggressive acquisition of parts on the critical production path. Through aggressive liaison with the Naval Inventory Control Point, Naval Aviation Depots, aircraft type class desk officers and other supply contacts, critical materials were identified and expedited which contributed significantly to a 30 percent (206 to 145 calendar days) decrease in SDLM turnaround. CDR Classick mentioned that in the world of aviation depot maintenance—where the annual budget exceeds $2 billion—it was particularly gratifying to see that a significant impact on forward-deployed readiness could be made through the efforts of a great team and several hundred thousand dollars of repair money.

CDR Dori Freer—Commanding Officer of NAPRA in Atsugi, Japan—presided over the ceremony and welcomed CDR Lukenbill as the new OIC. CDR Lukenbill, his wife Joy, and their family join the NAPRA TEAM after a tour at the Space Warfare Command in Arlington, Virginia.

H-1 IMC Program Updates

By LCDR Dave Maybury, OIC NAPRA Detachment Okinawa

During the week of 4 December 2000, NAPRA Detachment Okinawa (NDO) and NAPRA Headquarters were visited by the H-1 Assistant Program Manager Logistics (APML)—LtCol Tim Junette—the H-1 Deputy APML—Dave Swanson—the H-1 FST IMC Coordinator—Scott Nast—and the H-1 APML Technical Assistant—John Jordan.

The trip permitted the H-1 IMC team to tour the NAPRA and NIPPI facilities. The H-1 APML Team visit started with a tour of the Detachment's spaces including Admin, aircraft hangar and workspaces, the machine shop, the supply warehouse, and the tool room. The team was impressed with the infrastructure resident at Okinawa. The Detachment enjoys a level of administrative organization and also technical facilities in the Technical Publications Library that the IMC sites of New River, NC and Camp Pendleton, CA do not. The team noted the industrial capability in Hangar 501 as well as noting the cleanliness of the spaces. The team inquired about the tolerances that the machinists maintained in their work. The team was shown recent samples of the machine shop's products. They noted with pleasure the quality of the staffing and workmanship, the cleanliness, and the machinery layout of the machine shop, supply warehouse and the tool room.

Following the tour of the spaces, the Team met with Detachment personnel and CDR Mike Berkin—Executive Officer of NAPRA—to discuss specific plans and concerns about the H-1 IMC. LCDR Maybury provided an introductory brief that highlighted NAPRA's proposal for H-1 IMC. The brief was well received by the visiting team. Specifically, NAPRA will develop a joint venture with the Japan Aircraft Corporation—NIPPI Division— to perform H-1 IMC. The NAPRA Detachment will provide structural evaluation and repair and infrastructure elements while NIPPI will provide expertise in the Airframe Mechanic and Electrical trades. The H-1 IMC Team Leader will be an NDO employee. The transition plan was briefed as initially requiring simultaneous H-1 IMC work at NIPPI in Atsugi and at the Detachment on Okinawa. This would allow all 21 aircraft on island to convert from the ASPA/SDLM program to the IMC program in a little over two years.

Later, the Team met with the Marines of MALS-36 and 1st MAW and NIPPI to discuss the future of H-1 IMC in WESTPAC. LtCol McCutcheon, Maj Fincham, CWO Hill, and GySgt Clinton represented MALS-36. Nakamura-san and Mariko-san represented NIPPI. CDR Berkin, LCDR Maybury, JJ Guerrero, John Mason, Ed Bullard, Duane Duncan, AMSC Presbitero, and AK1 Pagarigan represented NAPRA. The discussions with the Marine Corps customers were well received. The audience felt the H-1 IMC plan for Okinawa was in good shape and all were energized to commence the program. Side meetings were held to discuss aircraft scheduling and support equipment requirements.

Following the Team's visit to Okinawa, they had the opportunity to fly to NAF Atsugi and view the NAPRA Headquarters and NIPPI facilities. Once again, they were impressed with the expertise and industrial capability resident in WESTPAC. They were also impressed with the cooperative teaming environment that exists with the Marines on-board Okinawa. The H-1 IMC team left Japan with plans to further expedite the commencement of H-1 IMC on Okinawa. Anticipated start date of H-1 IMC in WESTPAC may be as early as May 2001, provided coordination is smoothly implemented with teamwork at all locations, and the IMC plan is approved.

Projects Division Year-end Summary

By LCDR Dan Cuff

The end of a calendar year always allows reflection on topics and accomplishments worked over the last 12 months. With my turnover in the Operations Department and the temporary establishment of a Projects Division, I concentrated on and contributed to several important issues: Integrated Maintenance Concept (IMC), Business Process Reengineering (BPR), approval of a five-year Justification and Approval for Other Than Full and Open Competition document, and the Foreign National Security Issue.

Integrated Maintenance Concept (IMC)

Throughout CY2000, NAPRA strove to implement WESTPAC and Mediterranean IMC programs for the majority of T/M/S aircraft forward deployed to our areas of responsibility. IMC Team Leads have been assigned on ten T/M/S aircraft slated for OCONUS implementation and individual execution plans are in various stages of development dependent upon expected start date per T/M/S. We focused on considering all

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feasible aspects to provide a 'best-value' strategy for program execution, as illustrated by NAPRA Detachment Okinawa teaming with Japan Aircraft Company to perform H-1 IMC on-site MCAS Futenma, Okinawa. This U.S. Government/ foreign contractor joint venture approach is designed and piloted to minimize cost while supporting PMA requirements, and should help continue the International Business Cooperative formed through almost 50 years of partnership. Additionally throughout CY2000, NAPRA visited many program offices, participated in conferences regarding specific WESTPAC IMC issues, and hosted many stateside teams on fact-finding or site-survey trips.

To assist with the initial stand-up of the WESTPAC F/A-18 IMC line, a NADEP North Island team arrived in Atsugi early September. This assist team proved invaluable as consultants to NAPRA, DCMA, and NIPPI and helped mitigate initial implementation problems while ensuring a standardized F/A-18 IMC program for all Naval and Marine Corps aircraft

Business Process Reengineering (BPR)

NAVAIR's directed Business Process Reengineering (BPR) effort entered Phase III, Implementation, at NAPRA in January 2000. NAPRA's BPR is essentially a value-engineering methodology applied to a product line. Business practices were reviewed and dissected to identify process inefficiencies and ineffective functions. By charting and redesigning functions and business processes, waste was eliminated, thus reducing cost while elevating throughput.

From the Design Phase of BPR, NAPRA has identified 14 initiatives that fall in six major areas: Administrative, SERF, HQ/Okinawa Consolidation, Engineering Improvement, MEDA Implementation, and Naples' P&E/COR Prototype. Keeping in mind that our BPR endeavor was less than a year old, we tried to leverage and learn from the NADEP's efforts. From our NAVAIR teammates, we had received templates for worksheets and briefings that helped smooth our implementation process. Throughout the year, NAPRA was visited by both NAVAIR and PricewaterhouseCoopers assist teams, and has completed construction of team charters, project plans, investment plans, communication plans, and change management plans and training. CY2000 highlights include a 72 percent production increase at SERF, a streamlined method for approval and presentation of USCS awards, an MOU with AIR-4.3 for bilateral engineering support, and financial savings by attrition of four FTE at the Okinawa Detachment.

Justification and Approval (J&A)

CY2000 also had NAPRA reevaluating the recurring task of drafting and designing the Class J&A Other Than Full and Open Competition for emergent and standard depot-level repair and overhaul maintenance contracts at three WESTPAC foreign contractor sites. The new proposal provides workload projections, justification, and program insight for placement effort of a $90 million Class Justification and Approval (J&A) for an unprecedented, five-year period. This Class J&A required negotiation and coordination as high as the Assistant Secretary of the Navy for Research, Development and Acquisition and is the single procurement tool allowing NAPRA to continue to satisfy CINCPACFLT requirements of depot-level maintenance and ensure uninterrupted repair services.

Foreign National Security Issue

In June 2000, NAPRA was provided with a newly released NAVAIR directive regarding security policies and procedures for foreign national access to NAVAIR TEAM information and database systems. With the delivery of technical data to support NAPRA's mission continuously moving to digital Internet-based systems, and similarly, many of the aircraft reporting systems shifting to Internet-based solutions, this new guidance has the potential to significantly impact NAPRA's ability to access vital information. These systems include JEDMICS, IETMS, NALCOMIS, JCALS, NALDA, and numerous NAVAIR web-sites, all of which require password access.

NAPRA faces a significant obstacle in continuing to perform critical aircraft repair and modification of forward-deployed aircraft because of our use and reliance on foreign national expertise. Due to the complex nature of assignments, successful interface and reporting is dependent upon billet stability, knowledge and experience, and as a result, many positions are filled by foreign nationals who are not subject to military rotation or the five-year limit for USCS personnel stationed overseas. Until the policy change, NAPRA local foreign national employees have had digital Internet-based systems access in NAPRA spaces on U.S. Government computer systems.

Since June, NAPRA has been working with AIR-7.4 on implementation and compliance plans. We'll continue to forge ahead with the preparation for restricted access of Master Labor Contract employees to TEAM IT systems, and to fully comply with the intent of NAVAIRINST 5510.34. In the interim, NAPRA submitted requests for, and subsequently received, waivers from NAVAIR to continue operations.

This is just a snapshot of a few of the on-going issues that affect depot-level repair at OCONUS sites. Looking forward, CY2001 proves to be just as demanding and active as CY2000. Our goal will continue to manage every area that touches on the Command mission of providing responsive, high quality, and cost effective support to our forward-deployed Navy and Marine Corps forces.

CMC Corner
By AZCM(AW) DOUGLAS LEWIS

Getting the Most Out of Your Career. Many times we focus solely on what is happening right now in our career. This narrowing of focus causes stress and tension. We worry about how career enhancing our job is, why we haven't advanced, when will we ever advance, I hate my job, etc. For the first termers, don't worry, this is not what the whole Navy is like. For those old timers (like me), remember where you've come from—and will return to—the Fleet. This job is but a blink of the eye. Take the five-year approach. In five years, you will be doing something different with different people. The "crisis" of today, which seems so important right now, will be just a memory. Don't misunderstand the message. I'm not implying that what we all do today to support the Fleet doesn't matter, but it's not worth the stress we sometimes put ourselves and our families through. Rather than stressing the negative of our daily jobs, look to the positive. We are making a difference in the Sailors of the forward deployed Naval Forces. They may not know you by name but believe me, your efforts don't go unnoticed.

As to making the job challenging compared to the Fleet, I wish I had some good news but it's hard to compete with those Sailors "doing the duty" out haze gray and underway. But there is an obvious need to support the Fleet and that's why we exist. Make "Service to the Fleet" a badge of pride you wear everyday.

As I've made my rounds to the Detachments and here at Headquarters, I recognize that every one of you is working hard and with obvious pride. Keep up the good work! Remember the Core Values and Enlisted Pride.

NAVOSH News
By Kennichi Konno, Safety Program Administrator

What is Carbon Monoxide?

Carbon monoxide is the leading cause of accidental poisoning deaths in America, according to the Journal of the American Medical Association. 1500 people die annually due to accidental carbon monoxide exposure, and an additional 10,000 seek medical attention. (Medical experts agree that it's difficult to estimate the total number of carbon monoxide incidents because the symptoms of carbon monoxide poisoning resemble so many other common ailments.)

Carbon monoxide is a flammable, colorless, odorless, and tasteless toxic gas produced during incomplete combustion of fuel—natural gas, oil, coal, wood, kerosene, etc.

During normal combustion, each atom of carbon in the burning fuel joins with two atoms of oxygen—forming a harmless gas called carbon dioxide. When there is a lack of oxygen to ensure complete combustion of the fuel, each atom of carbon links up with only one atom of oxygen—forming carbon monoxide gas.

What is the danger to me?

Carbon monoxide inhibits the blood's capacity to carry oxygen. In our lungs, carbon monoxide quickly passes into our bloodstream and attaches itself to hemoglobin (oxygen carrying pigment in red blood cells). Hemoglobin readily accepts carbon monoxide—even over the life-giving oxygen atoms (as much as 200 times as readily as oxygen) forming a toxic compound known as carboxyhemoglobin (COHb). By replacing oxygen with carbon monoxide in our blood, our bodies poison themselves by cutting off the needed oxygen to our organs and cells, causing various amounts of damage—depending on exposure.

Low levels of carbon monoxide poisoning (with COHb levels of 10 percent) result in symptoms commonly mistaken for common flu and cold symptoms—shortness of breath on mild exertion, mild headaches, and nausea.

With higher levels of poisoning (COHb levels of 30 percent) the symptoms become more severe—dizziness, mental confusion, severe headaches, nausea, and fainting on mild exertion.

At high levels (CHOb of 50 percent or more), there may be unconsciousness and death.

What to do in a carbon monoxide emergency.

If you are suffering from chronic, flu-like symptoms, see your doctor and ask him if it could be low-level carbon monoxide poisoning.

If you have a carbon monoxide detector and it alarms, open windows and ventilate your home with fresh air and have your heating system checked by a professional.

If your alarm sounds and you are feeling drowsy or dizzy, leave the house and call your local emergency number from your neighbor's home. You may need medical attention for carbon monoxide poisoning.

Information Technology Update

By Terry Meerschant

This month it is with a heavy heart that I bid a fond farewell to one of the nicest people I have had the pleasure of knowing, Jojie Tungol. I learned from the first day to only call her Judith if I wanted to get her attention. ☺ For almost five years, she has been the personable 50 percent of the NAPRA IT team. All who knew her will miss her ready smile and cheerful can-do attitude. When I only received one application for the vacant Computer Assistant position, I remember being worried that the person wouldn't be qualified for the job. What a surprise to discover an intelligent young lady who learned quickly and never forgot anything.

"We don't like dogs, we're cat people." Jojie Tungol with her dog Comet.

Jojie truly understood the meaning of customer support and would drop whatever she was doing to go to the aid of a customer in distress. She loved a challenge and took on tasks from the important to the mundane with the same tenacity. She was my coworker, but most of all, my friend. So in true Navy tradition, I wish her and her family, "Fair winds and following seas." You leave behind some big shoes to fill.

Headquarters' Digitization Update

By AZCS(AW) Javier Blackwood

U.S. Naval Air Pacific Repair Activity (NAPRA) Technical Library is converting all data into digital files. Massive scanning of existing data into an electronic format and saving into Portable Data Files (PDF), or other appropriate format, is imperative for this entire process. An Acrobat reader is easily downloaded from the web to read the PDF files. The capacity of storage required for data plays a key role in this process. The change into an electronic technical library makes this effort hardware and software intensive. As an example, a typical platform—F/A-18 aircraft—with 750 technical manuals takes up ten gigabytes of data. This figure, when multiplied across the spectrum of aircraft that NAPRA services, can result in a storage requirement that is a significant cost driver.

NAPRA Atsugi contracted Dekker, Ltd. Management Technologies Institute (DMTI) to implement NAPRA TRAKKER. This system is in line with the Business Process Reengineering (BPR) initiative that NAVAIR is implementing in its field activities. NAPRA TRAKKER is a Performance Management System that integrates office automation and documents systems and procedures. It's also a multi-project and multi-user tool with an open architecture. The first stage of NAPRA TRAKKER training was brought to NAPRA personnel for two weeks in December. NAPRA TRAKKER will be able to handle data storage, database integration, digitization, and website access as a subset of the whole NAPRA business integration solution. From this first stage of training, we discovered that incorporating the technical library into the general automation of NAPRA, using the NAPRA TRAKKER business solution, fits nicely into the aggressive initiative that the Command is undertaking as shown in the Business Process Reengineering activities at NAPRA. Second stage of training is scheduled for the third week in January 2001.

Mihoko Takahashi , Headquarters Technical Publications Library, converting existing data into digital files.

F/A-18 IMC Implementation—Teamwork

By LTJG Warren Baugh—Operations

In September 2000, NAPRA began a new line of aircraft maintenance repair—the F/A-18 Integrated Maintenance Concept (IMC) Planned Maintenance Interval-2 (PMI-2). The IMC work is performed by a contractor, Japan Aircraft Company (NIPPI), located adjacent to Naval Air Facility Atsugi, Japan. The F/A-18 IMC program supports three Carrier Air Group Five (CVW-5) squadrons and First Marine Air Wing (1st MAW) squadron (VMFA-212) based out of Atsugi and Iwakuni, respectively. The PMI-2 program is an intensive corrosion inspection and repair process, done within a short time frame. Thus far, all squadrons have had at least one aircraft inducted into the IMC PMI-2 pipeline.

The IMC PMI-2 is the first time that NIPPI has done extensive scheduled maintenance on the F/A-18. Previous to IMC, NIPPI repair of the F/A-18 was limited to emergent repair and the modification line. Thus far, NIPPI has successfully completed two aircraft , under PMI-2. As NIPPI gains experience in performing the work specification, the process and the quality of the program continues to improve. This improvement has resulted in a more efficient flow of information required contractually, yet causes delays to some programs. As anticipated, this program—like any new program—is experiencing growing pains.

Although NAPRA and NIPPI have made large strides in process improvement, there are still difficulties in the program. Corrosion in a portion of the wing fold transmission has presented to be a problem because the supply system is without replacement assets ready to be installed. This challenge has resulted in a Team effort between NAPRA, NIPPI, NADEP North Island, Fleet Support Team (FST), the Fleet, and the Navy supply system. Everyone is pulling their assets in an attempt to support fleet readiness. Each wing fold transmission that is found unserviceable causes a direct impact on a U.S. Navy and Marine Corps aircraft's ability to perform its mission. Since there is not a quick fix or ability to have immediate delivery on an order for these items, the Team was tasked to find a fix for the problem. The effort has resulted in possible temporary relief. Members of the team have diligently researched and worked to relax some criteria for the inspection, increasing the likelihood for a transmission to be found serviceable. Additionally, the Moog Corporation has been contracted to rework these transmissions. The TYCOM is also looking at cannibalizing RFI transmissions from the depot line for aircraft finishing PMI-2.

For any program to be successful, it requires effort and cooperation by all concerned parties. Overcoming this obstacle of failing wing fold transmissions in the F/A-18 aircraft and lack of replaceable units is a good example of everyone working together to accomplish a common goal. NAPRA has already proven to be a tremendous asset by providing service to the military presence in the Western Pacific on 27 different T/M/S aircraft. With this team effort, the continued work and willingness to service the Fleet and the F/A-18 IMC program will be another success for NAPRA and all members of the Team.

The F/A-18 Aircraft. File Photo.

Pork Chop Corner
By LCDR Ed Graves

WESTPAC Component Repair Conference – A Huge Success

Representatives came from five countries and the United States to talk about component repair issues. Thanks to NAVAIR and NAVICP, the program will expand from 265 NIINs, to over 500 in the near future to better support FISC Yokosuka AVCAL and ultimately, the Fleet.

Many thanks to CDR Barbara Bell, Mike Hughes, and the entire DCM Australia team for their help in hosting the conference and arranging site visits to local facilities.

Component repairs in theater are a vital part of the overall fleet readiness equation. Instead of taking business away from our CONUS counterparts, it reduces their backlog and provides an additional repair facility in the event of surge or contingency operations abroad.

Renovations

In our last episode, we renovated our Headquarters building with modular furniture, paint, and new carpet.

Continuing the effort, we're installing an integrated database system to monitor inventory levels at Atsugi and Okinawa from a central point.

F/A-18, E-2C, H-46, and H-53 Contract Negotiations

Bob Lester, Ken Bishop and the rest of the NAPRA negotiations team, along with Fusako Oguri from FISC Yokosuka, did a wonderful job negotiating NAPRA contracts with Japan Aircraft Maintenance Co. (NIPPI) and Korean Air Lines (KAL) recently.

They negotiated the F/A-18 IMC PMI 1, E-2C PDM, and H-46 new specifications with NIPPI and the H-53D and H-53E SDLM with KAL.

The negotiations went even better than expected, now that we have a new five-year J&A. Congratulations to everyone who assisted in obtaining ASN approval for a five-year J&A to cover all depot level maintenance in WESTPAC for all TMS, including the IMC programs. The J&A allows NAPRA to sole source maintenance work but allows competition if it's in the best interest of the Government.

New Assignments

AK2 Ron Expose is our new Supply Management Representative in Australia.

AK1 Romeo Cruz is our new Supply Management Representative in Korea.

Kouichi Hizawa is our new IMRL Manager. Minoru Masaki retired after 40 years of service.

Carcass-Tracking Charges

In FY-00, AKCS Clark and his renowned team obligated $2.2 million for AVDLR requisitions, with no carcass-tracking charges. Congratulations team.

F/A-18 IMC Tooling Issues

The most difficult part of preparing for PMI 2 was determining what SE and Tools were required. The initial list did not include shop aids and other locally-created tools; therefore we will send a team to NADEP North Island to learn how to create and use the unlisted items. In many cases, we labored over the decision to obtain expensive tools that are rarely used but which could cause a work stoppage if not readily available. While we worked closely with NADEP North Island and NIPPI to use work around solutions, SE and Tooling remains our biggest concern for PMI 1.

F/A-18 IMC Supply Support

NAPRA worked closely with NADEP North Island (Marvin Ellison and his team) to provide consumables for PMI 2 from the Focus Store Program. The biggest problem was keeping up with the unusual demand in the IMC program. Since PMI 1 will require even more support, we will need to stock consumables on site rather than order them as the need arises. Therefore, we worked with DLA to get advance stocks prepositioned for PMI 1.

FISC San Diego is pushing approximately 600 line items to FISC Yokosuka to support F/A-18 IMC PMI 1 work. Likewise, FISC Yokosuka is stocking the material in the bins at NAF Atsugi for immediate use. The entire range and depth will be in place significantly before the first PMI 1 aircraft induction. While we can't foresee every possible need, we'll be significantly better prepared for PMI 1 because of the lessons learned from PMI 2.

Warehouse Renovations

Building 969 has a new state-of-the-art floor, thanks to a contract with Floor Coatings Etc., Inc. The new surface increased habitability, safety, and durability in a high traffic forklift use area. We also increased stocking capacity and issue time efficiency by rearranging the shelves and lighting. Thanks to Andy Cayanan and his warehouse team for their diligence and long hours.

Team SERF's Up
By Capt (USMC) Walt Yates

On 18 November 2000, SERF completed installation of its new floor. SERF, through the technical assistance of Floor Coatings Etc., Inc.—a flooring contractor from the United States—resurfaced over 54,000 square feet of floor. This resurfacing spanned two buildings and consisted of the floors in SERF's main maintenance area, two mezzanines, the supply warehouse, and all of the office spaces in SERF's main building. The moving of equipment, preparing the deck, installing the floor, cleaning and reinstalling equipment took two months to complete. While this was a mammoth project that entailed both hard work and long hours for all involved, it has also proven to be extremely rewarding. The increased lighting and professional appearance gained through this project pales in comparison to the increased sense of pride, morale, and ownership of the facility that was achieved.

This project highlighted the importance of teamwork. This monumentally successful project was accomplished at less than half of the Government estimate. I would like to take this opportunity to give my sincere, heartfelt thanks to the following people for their adoption of our project and their tireless, unwavering support. Thank you very much Mr. Wolfe and Ms. Emmert (AIR-8.0), Mr. John Segura (DLA, French Camp, CA), Ms. Nishimura (MSC Yokohama), Ms. Yoshie Yamada (Truck Section, DDYJ, Yokosuka, Japan), Mr. Kurihara (Packing Section, DDYJ, Yokosuka, Japan), Ms. Rika Yamazato (Water Freight Section, DDYJ, Yokosuka, Japan), EO1 Munson (NAF Atsugi PWC), LT Carter and Mr. Rick Dutton (NAF Atsugi ROICC), MS1 Espeleta (NAF Atsugi BEQ), Kitty Hawk sailors working at SERF, NAF Atsugi PW Seabee Division, NAF Atsugi MWR, NAF Atsugi AIMD, HSL-51, and Mr. Andy Cayanan (NAPRA Supply). Without your devout support of this project, it surely would not have realized such success. Thank you once again Shipmates. We are proud to be a part of your team.

Dollar$ and ene
By Kiyomi Morisato

Happy Holidays to all of you! As in previous years, NAPRA had a successful fiscal year-end close out for FY00. My sincere thanks and appreciation to my entire Comptroller staff for all their efforts throughout the year. Thanks to all the other NAPRA departments such as Operations, Logistics, SERF, Admin, our two Detachments in Okinawa and Naples and other commands such as Defense Contract Management Agency (DCMA) located in Australia, Italy, Japan, Korea, and Singapore. Without all of your efforts, it would be impossible to meet all of our mission requirements.

Special thanks go to Lou Abbott and Shawn Beavan who provided us support all the way from NAVAIR. We appreciate all your efforts in providing us with the necessary funds throughout the fiscal year.

At the beginning of October, Ramon Francisco, Budget Analyst, was selected for a promotion as an Auditor, 1-7, with the U.S. Army, Japan located at Camp Zama. He is an outstanding Budget Analyst and we miss him. Congratula-

(continued on page 13)

Dollar$ and ene—continued from page 12

tions and best wishes on your new job. Another congratulations go to both him and his wife who are expecting their first child next spring. We're all very happy for both of them.

On 15 December 2000, Yoshiko Yamazaki joined our staff as Ramon's replacement as our new Budget Analyst. She transferred from Yokosuka HRO office where she worked as their Admin/Budget Analyst. Welcome aboard!

We recently had a major loss with the retirement of one NAPRA's Special Senior MLC employees, Atsushi Adachi who was our Deputy Comptroller. Overall, he had a total of 43 years of service. We will surely miss all his knowledge and expertise. Congratulations on your retirement and please enjoy your well deserved rest.

Akira Masaki, Senior Budget Analyst, will be taking over the Deputy Comptroller position. Please wish him well and continue to provide him the support and assistance that you provided Adachi-san all these years.

From 6 - 9 November 2000, Mas Sugawara, Yoshiko Yamazaki, and Vi Baysa attended the Basic STARS-F/L training at Yokosuka. From 13 - 17 November 2000, Setsuko Ikeda, Minoru Suzuki, and Tsutomu Shiranezawa attended the Query Management Facility training which was also held at Yokosuka.

We've started our implementation phase of NAPRA TRAKKER. From 4 - 15 December 2000, Setsuko Ikeda and myself attended the first Dekker TRAKKER and I-Portfolio training which will be followed with the Impresa training in late January 2001. Once, the implementation/training is completed at Atsugi, the next site for implementation will be at our Detachment Okinawa.

FY01 will continue to be a challenging year for us. With the implementation of the Integrated Maintenance Concept started during the end of FY00 and continuing in FY01, increased personnel requirements have been identified requiring additional funds. We are currently reviewing and validating each position to see if these new personnel requirements can be funded internally. We are aggressively and continuously finding efficient and effective cost savings measures to accomplish our mission to support the Fleet.

Looking to continue working with all of you in the **Year 2001!**

Admin Notes
By John Leach

Winter is here and with it we have the cold, short days. However, the fast and exciting pace of our work makes these winter days very warm. Many things are going on.

We are moving deep into the implementation phase of NAPRA TRAKKER, which will bring us significant changes to our processes. It's a struggle getting there, but change is never easy. We know the end result will be worth the journey so we are digging in for the final stretch. This Business Process Reengineering initiative—and its forbearer, Activity Base Costing—have been with us for two years now.

The Command is morphing into a different organization with its change over to support the new Integrated Maintenance Concept (IMC) effort. The Operations Department is dramatically increasing in size to meet the new challenge of standing up IMC across all T/M/S aircraft and to simultaneously continue supporting the former depot level processes. This new tasking has required the hiring of three new Industrial Specialists and three new Aircraft Examiners. This has stretched the limits of our local HRO to meet the Command's needs to bring these new employees quickly on board. But once on board, the real challenge will be to find a workstation for each new employee—and a parking space!

Defense Travel System-Limited implementation has been delayed. There has been a series of delays in starting this new process for preparing travel orders due to problems with the computer program. We are trained and stand by ready to move into this process when the program is finally ready.

Travel, correspondence, directives, awards, training, and more travel; these are the staples of the Administration Department. We have had more than our share of these for the past few months. It seems that we have had an inordinate number of visitors pass through here that require a wide variety of support. The Admin crew has met the daily challenge of this surging tidal wave day after day. Simultaneously, they have kept up with all of the other areas that require constant feeding and grooming. My hat goes off to them for their dazzling performance. As a special note, I would like to congratulate our own YNSN Randy Turner on his frocking to YN3 from the recent service-wide examination. Well done, Randy—you'll make an excellent addition to the Petty Officer ranks.

Finally, thanks to your efforts Team Admin, the three retiring MLC Japanese employees had an impressive retirement ceremony. You all did a wonderful job.

Bravo Zulu

The following Headquarters USCS personnel received USCS Incentive Awards. Congratulations to:

Michael Bingham (Quality Step Increase)
Kenneth Bishop (Sustained Excellence Award)
Joyce Haas (Sustained Excellence Award)
John Leach (Sustained Excellence Award)
Tarron Meerschant (Sustained Excellence Award)
Kiyomi Morisato (Quality Step Increase)
Mark Ruddell (Sustained Excellence Award)
Daniel Voellinger (Sustained Excellence Award)

The following Detachment USCS personnel received Special Act Awards. Congratulations to:

Richard Bradshaw
Rocky Brazil
Edward Bullard
Scotty Burgess
Richard Cunningham
Duane Duncan
Michael Gargan
Garrell Kirk
Robert Green
William Grimsley
Juan Guerrero
Dennis Helms
Quay Holland
Charles Huff
Timothy Kennedy
Milton Kersey
Marc Klein
John Mason
Floyd Moody
Jessie Naputi
Ned Nordness
Ricky Paul
Thomas Rogers
Frederick Rubitsky
James Ruocco
Gustaf Sablan
Donald Sims
Robert St. Denis
Phyllis Tanner
Amanda Tate
Bob Tou

AZ1 Derwinn Boothe received the Navy and Marine Corps Achievement Medal while serving as NAPRA's Data Analyst from November 1997 to November 2000.

CDR(s) Daniel Cuff received the Meritorious Service Medal while serving as NAPRA's Director of Operations from November 1997 to December 2000.

LCDR Paul Labelle received the Meritorious Service Medal while serving as the NAPRA Detachment Naples Supply Officer from July 1997 to January 2001.

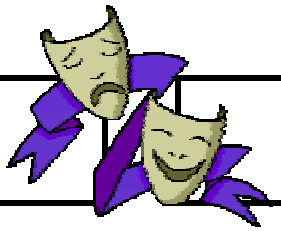
ASC(AW) Pierre Laporte received the Navy and Marine Corps Commendation Medal while serving as the NAPRA's Support Equipment Rework Facility Chief from December 1997 to August 2000.

YN2 Jason Minear received the Navy and Marine Corps Achievement Medal while serving as Administration Department's Military Supervisor from August 1998 to August 2000.

AK1 Don Uhrig received the Navy and Marine Corps Achievement Medal while serving as NAPRA Detachment Korea's Supply Management Representative from Septem-

Ken Bishop receives his Sustained Excellence Award from CDR Dori Freer.

HAILS FAREWELLS



AZ2 Charles George Allen reported to NAPRA Detachment Okinawa.

Alex Balce joined NAPRA Detachment Naples as the new Aerospace Engineer.

CDR (s) Louis "Murph" Borno reported to NAPRA Headquarters as the Production Officer.

Monte Bowman joined NAPRA as the F/A-18 Aircraft Painter.

AK1 Romeo Cruz reported to NAPRA as our Supply Management Representative in Korea.

Kouichi Hizawa joined NAPRA as our Industrial Property Administrator.

Greg Mills joined NAPRA Headquarters as a Planner and Estimator.

AMSC Apolonio Marcellana reported to NAPRA Detachment Naples.

Joyce Haas receives her Sustained Excellence Award from CDR Dori Freer.

Atsushi Adachi retired after 43 years working for the U.S. Navy.

Kenneth Baumgarden transferred to Cherry Point, North Carolina.

Scott Bledsoe left the US Navy for private industry.

AZ1 Derwinn Boothe transferred to the USS George Washington (CV-73), Norfolk, Virginia.

CDR Mike Classick transferred to Naval Air Warfare Center Aircraft Division, Patuxent River, Maryland.

CDR(s) Daniel Cuff transferred to SPAWAR, Chantilly, Virginia.

Greg Davis transferred to NAPRA Detachment Naples.

Ramon Francisco accepted a position with the U.S. Army at Camp Zama, Japan.

AK3 Aprille Harris transferred to Production Control Detachment Iwo Jima.

Masahiro Ishikawa departed NAPRA this month for a job in Tokyo.

AK2 Amanda Jones transferred to NAVAIR Patuxent River, Maryland.

Minoru Masaki retired after 40 years working for the U.S. Navy.

Emile Mora left for Lathrop, California.

Jack Niemiec left for NADEP, North Island.

Paul Santiago transferred to NAPRA Detachment Naples.

HAILS

FAREWELLS

LCDR Bruce Roll reported to NAPRA Detachment Naples as the Business Manager.

LT William Woods reported to NAPRA Detachment Naples.

Yoshiko Yamazaki joined NAPRA as a Budget Analyst.

Terry Meerschant receives his Sustained Excellence Award from CDR Berkin.

Robert St. Denis left for NADEP, Jacksonville.

Toshio Sudo retired after 43 years working for the U.S. Navy.

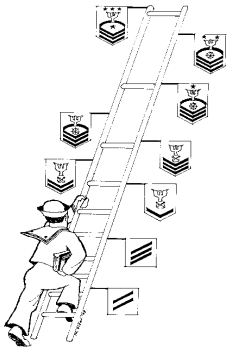
Phyllis Tanner left for Atlanta, Georgia.

Judith Tungol left for Patuxent River, Maryland.

AK1 Don Uhrig transferred to NAS Sigonella, Italy.

Daniel Waldrop left for Cherry Point, North Carolina.

PROMOTIONS



Romulo Castro was promoted to GS-11.

Pamela Hill was selected to Operations Management Assistant, GS-05/06/07.

Garrell Kirk was promoted to Budget Analyst, GS-09.

YN3 Randy Turner, NAPRA Headquarters, was frocked to his current rank.

YN1 Chet Walker, NAPRA Detachment Naples, was frocked to his current rank.

CDR Berkin presents YN3 Turner his frocking letter.